

WHITE PAPER

FIRE SUPPORT PLANNING FOR THE BRIGADE AND BELOW

FIRE SUPPORT DIVISION

FIRE SUPPORT AND COMBINED ARMS
OPERATIONS DEPARTMENT

UNITED STATES ARMY FIELD ARTILLERY SCHOOL

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1. INTRODUCTION.

GENERAL. The Combat Training Centers (CTCs) have identified several problems that consistently plague fire support planning: poor fire support integration, poor targeting integration, and fire support officers (FSOs) who are unsure of their role in staff planning.

Fire Support (FS) plans that are not integrated with maneuver plans result in unsuccessful fires in support of the operation. Integrating FS requires the commander and his staff to think both maneuver *and* fires at each step of the Military Decision Making Process (MDMP). Integration starts at Receipt of Mission and continues throughout the MDMP. The FSO and the method he plans FS must provide for this integration as part of the MDMP.

The potential benefits of the targeting process to focus and improve the MDMP is great. Targeting provides a mechanism to break out of the “stovepipe”, BOS view of planning and to better integrate combined arms planning. Unfortunately, too many commanders and staffs view targeting as a separate, or at best, a parallel process to the MDMP. At brigade and battalion, the targeting process requires no more people, equipment or time than what is used already in the MDMP. The MDMP and the targeting process requires the same people: *the battle staff*. Targeting merely requires each member of the battle staff to provide more specific information and clearer focus at each step of the MDMP. Most maneuver staffs do not realize that they conduct the targeting process with every order they produce. The decision to use an armored versus a mechanized task force is the result of the targeting process. The fire support planning that supports the MDMP must provide the means to integrate targeting. The Concept of the Operation (both maneuver and fires) developed by the battle staff must reflect the results of good targeting that is built-in to the MDMP.

The last CTC observation is that most TF and BDE FSOs do not understand how to integrate their actions and products as part of the battle staff at each step of the MDMP. The current fire support manuals do not sufficiently detail what the FSO must do at each step of the MDMP. FSOs often do not understand the information and products needed as inputs for each step of the MDMP. They do not understand the specific actions they must take, nor do they produce the outputs at each step that both support the MDMP and allow him to continue his FS planning.

2. PURPOSE.

The purpose of this white paper is to outline a fire support planning process for the maneuver brigade and battalion that aligns with the MDMP outlined in FM 101-5 and integrates the fire support components of the targeting process. The FS plans that are produced using the process outlined here will be better integrated with the combined arms operation. This paper complements the MDMP outlined in FM 101-5 and provides amplifying information for FSOs and others involved in fire support planning at BDE and below.

3. THE MILITARY DECISION MAKING PROCESS.

The military decision making process (MDMP) is a single, established, and proven analytical process (See figure 1). It is an adaptation of the Army's analytical approach to problem solving and is a tool that assists the commander and staff in developing a plan. FM 101-5 details the steps of the MDMP in chapter five (5). What the 101-5 does not describe in detail is the interrelationship of Fire Support Planning and Targeting with the MDMP. As a member of the brigade or battalion staff, the fire support officer (FSO) plays a crucial role in the MDMP both as the staff fire support expert and as a member of the targeting team. This White Paper describes the fire support planning actions and outcomes needed to support the MDMP.

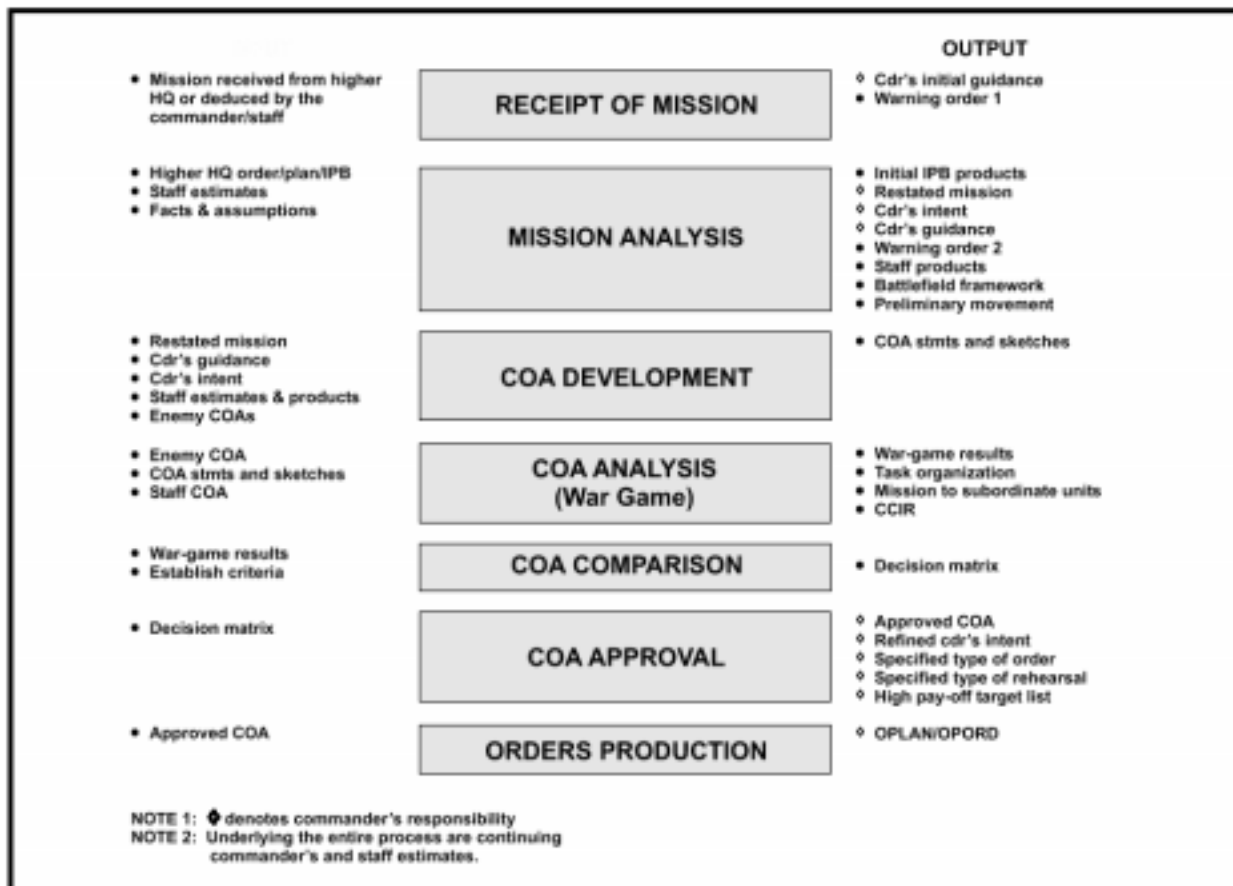


FIGURE 1

4. FIRE SUPPORT PLANNING PROCESS IMPERATIVES

Four imperatives provide the foundation for the fire support planning process outlined in this paper:

1. Fire Support Planning must be part of the MDMP and mirror the steps of the existing planning process.

FM 6-20 (pg. 3-3) states that “it is essential that fire support planning is performed concurrently with the development of the scheme of maneuver”. Fire Support planning is merely a component of the MDMP; the FSO must plan in concert with the entire combined arms battle staff. The terminology and focus of FS planning must mirror the MDMP as much as possible. As a member of the battle staff, the FSO contributes at each step of the MDMP and gains needed information and decisions to help him formulate and / or refine the fire support plan. The fire support planning process that follows does not stand alone and requires the interaction of the battle staff and commander to be effective.

2. Fire Support Planning must truly integrate the targeting process and its functions of Decide, Detect, Deliver and Assess.

FM 6-20-10 (pg. 1-3) states that “targeting is integral to the planning process” and FM 101-5 states that “targeting is closely related to the MDMP”, but they do not always clearly show where and how they are integrated or related. While targeting is not a fire support function, the FSO is a key player as part of the targeting team. As such, fire support planning must help the battle staff to integrate the targeting functions into the existing MDMP and must reflect the results of the targeting process. The requirements of the targeting process at brigade and below must be achieved within the MDMP and its integrated fire support planning without separate processes, or additional set of steps. If targeting is successfully integrated into the MDMP, the resulting operational and fire support plans will answer the following:

a. What specific enemy formations / capabilities must we attack with fires and what objectives must we achieve with which specific FS assets to support the Commander’s Intent and the Concept of the Operation? (DECIDE)

b. How and where will we find these enemy formations and where can we best attack them to achieve the required objectives? (DETECT)

c. How (with what assets) and when will we attack these enemy formations? (DELIVER)

d. What defines success or the objectives for each FS task and how will we assess it? (ASSESS)

3. Fire Support Planning must support and be integrated with the R&S plan.

A key link between the MDMP, fire support planning and targeting is the Reconnaissance and Surveillance Plan (R&S). It requires combined arms operational planning and it links acquisition assets to finding specific enemy formations to attack or required information to answer the commander's CCIR. As a key user and provider of acquisition assets and their information, fire support planning must both support and be supported by the R&S plan. Named Areas of Interest (NAIs) and Target Areas of Interest (TAIs) must support the requirements of the FS plan. FS assets can be tasked to support the collection requirements. The R&S plan is the "observation" plan for the combined arms commander.

4. The result of the FS planning must be an **effective, integrated, and executable** plan.

This White Paper describes a process for fire support planning for brigade and below that reflects the concerted effort of the CTCs and the Field Artillery school to address the FS planning problems outlined in the introduction. Nevertheless, it is the final result of the process: the fire support plan and not the process itself that is important.

An **effective** plan clearly defines and focuses on achieving the effects required against the identified HPTs. An effective fire support plan uses all available acquisition and attack assets and pits the best combination against the right HPTs to support the commander's intent..

An **integrated** FS plan provides for focus and timing of the acquisition and attack systems to achieve a unified effect on the HPTs. An integrated FS plan coordinates and combines with maneuver and other BOS to maximize the results of each attack and to best achieve the required objectives.

An **executable** FS plan has the time, space and resources to achieve the objectives as planned. It ties detect and deliver assets to the HPTs and has a plan to assess effects achieved. It must be simple, clearly communicated and it must have built in flexibility using well-defined decision points and triggers. Finally, maneuver commanders and fire supporters must understand the plan to include: FA BN commanders and staff, BDE and TF commanders and staff, Mortar PL, FSOs, FSNCOs, FOs, company commanders, platoon leaders, scouts, the chemical PL (mechanical smoke) , IEWSO, and ALOs.

5. FIRE SUPPORT PLANNING AS A PROCESS

This White Paper looks at fire support planning as a process. Like any process, fire support planning has required inputs, the inputs are transformed by actions and the process results in outputs. Annex E describes the sequence of inputs, actions and outputs of fire support planning for each step of the MDMP. This process outlined here is intended to help FSOs to better understand what they contribute to the battle staff and to understand how to arrive at a better fire support plan. It reflects the ideas of the CTCs and the Field Artillery School. The process described is a means to an end; the final output for fire support planning must be an effective, integrated and executable fire support plan.

6. RECEIPT OF MISSION / MISSION ANALYSIS (See Figure 1 and Annex E)

The FSO's responsibilities for Mission Analysis actually begin *before* the new mission is ever received. As part of his ongoing staff estimate, the FSO and his FSE must continuously monitor and track the status of the FS system. When a new mission is received, the FSE begins a battle drill to confirm current status and to gather the other needed inputs for the first step in FS planning. Using these inputs, the FSE takes the actions required to process the information and transform it into a form that is useful to the commander and the rest of the battle staff. The actions are listed sequentially below, but a well-trained FSE must execute many of these actions concurrently to succeed in the time constrained environment of combat planning. Finally, the FSO must communicate clearly and succinctly the results of his mission analysis to the commander and obtain the Commander's Guidance for Fire Support.

INPUTS:

Higher OPORD and FS Plan. The FSO must have access to the higher headquarters plan and graphics to include the FS plan. A well-crafted order should contain specified tasks for FS in paragraph 3 (a) 2. Fires, the FS annex and tasks to CS units. In top down fire support planning it is critical that the FSO fully understand what the higher plan requires the FS system at his level to execute and how the higher FS plan will effect his supported maneuver.

Facts from Higher , Adjacent, and subordinate FSEs, FA BN, ALO, GLO or other FS system Liaisons. Observer and equipment status and locations. Numbers, types, locations, communication links, maintenance status, munitions loads and characteristics, training levels, and other data. FSE status charts and "smart books" should be organized to track and display this information routinely.

NOTE: Where critical facts are not available, the FS planner must make necessary assumptions.

IPB products. (For detailed information on IPB see FM 34-130) While all of the IPB products may not be immediately available from the S-2, they are needed to support fire support mission analysis. Some of the key products include: Battlefield area analysis products: Terrain, weather and light data and their effects, Enemy Order of battle, enemy mission, enemy COAs to include enemy critical events and High Value Targets (HVTs) by each critical event. At BDE, the targeting technician plays a vital role linking the Intelligence and FS cells. At all levels, the S-2, operations and FS functions must interact before the mission analysis brief. This interaction can take the form of a formal targeting meeting or an informal staff coordination/synch session. No matter the form, it is vital that the battle staff gain a common vision of the battlefield area effects, the enemy COAs and friendly force capabilities *before* briefing the maneuver commander.

ACTIONS:

UNDERSTAND HIGHER MANEUVER AND FS PLAN. The first action for the FSO is to fully understand the next two higher headquarters mission and intent. He must fully understand the higher headquarters operational and FS plan. This understanding of the higher plan and how his unit “fits” in the higher plan is essential to top-down fire support planning. Second, he must understand in detail the next higher headquarters Concept of the Operation to include maneuver and fires. Last, he must identify what his unit’s responsibilities are to the higher headquarters’ FS plan as well as the resources he has been allocated.

TIME ANALYSIS. The FSO, in concert with the maneuver S-3 must consider the time requirements for the FS system. Division targeting requirements, rehearsals, logistic lead times, movement and other time requirements must be factored into the BDE or BN’s overall timeline. Ideally, key FS events are included on the maneuver operational timeline.

ORGANIZE AND ANALYZE FACTS. The FSE can simplify the organization of the facts by using status charts or a status book to help. Once the FSE gathers the facts and organizes them, the FSO/ FSE must determine if and how they bear on the mission.

ID SPECIFIED AND IMPLIED TASKS. Like other members of the battle staff, the FSO must identify the specified and implied tasks. The specified tasks for fire support should be available from the higher headquarters’ order. The fires paragraph must outline the essential fire support tasks (EFSTs) that the unit must execute and it is a good start point (See Annex D Fires Paragraph). Other specified tasks for FS may be found in the rest of paragraph three or in the FS annex or the R&S annex. For the TF FSO, this is a critical step. If the BDE FSO has provided a complete top down fire support plan, the TF FSO is primarily focused on understanding and refining that plan, not inventing a new plan. The FSO should understand the task and purpose of all targets developed by higher.

TRANSLATE STATUS OF ASSETS INTO CAPABILITIES. The FSO must translate the raw facts and data that the FSE routinely tracks into meaningful capabilities by applying some planning factors, assumptions and analysis. For example, raw FA ammunition counts need to be translated to a form that better communicates capabilities to the commander; 300 M825 smoke rounds (raw data) may translate to ten, 20 minute 600 meter smoke screens. The FA battalion as part of unit SOP can determine these capabilities. The FSO must factor time analysis from the S-2 IPB or the S-3’s operational analysis into his FS analysis. The unit may have sufficient ammunition to fire 30 FA battalion 3 round massed missions, but the time available may only allow 5 missions to be fired. The goal of this step should be to organize for the commander the array of available capabilities so he can understand what he can reasonably do.

ANALYZE EFFECTS OF IPB ON FIRE SUPPORT. The FSO must apply the terrain, weather and enemy information and analysis provided by the IPB against the FS system. For example, the effects of temperature and other weather conditions on achieved artillery range, or the weather and terrain effects on CAS employment might be significant. Battlefield geometry is another possible IPB effect. For example, if the artillery can only range the final objective after they occupy the first objective, this becomes critical information for the commander to factor into

his guidance. Similarly, if the sector width and terrain require CAS to fly out of sector to be effective, this information must be communicated to the commander in Mission Analysis. The FSO may not personally brief the results of this analysis, but he must ensure the analysis is done and that the significant results are briefed to the commander by the battle staff.

**OUTPUTS:
(From the FSO)**

MISSION ANALYSIS BRIEF

HIGHER FS PLAN: Focuses on the Concept of fires and our unit's responsibilities to the higher FS Plan. An effective technique is to "tag-team" with the S-3 as he describes the higher's Concept of Operation and Scheme of maneuver.

BRIEFING CHART (S): Most of the following information can be quickly and effectively communicated with one or two well-formatted charts. The FSO can amplify key points but does not need to read the chart(s) to the commander.

FS STATUS

FS CAPABILITIES/ LIMITATIONS

FS IPB ANALYSIS

FS TIMELINE (if not incorporated into the BDE/TF timeline)

RECOMMEND EFSTs FOR OPERATION: Based on his analysis and his interactions with the S-2 and the S-3, the FSO should recommend the essential tasks and purposes for fire support for the operation. For the TF FSO, when the EFSTs may be simply restated from the BDE FS plan, he can brief task, purpose, method and effects. As the staff fire support expert, he provides the commander with his recommendation. The commander can accept, modify the recommendations or reject and create new tasks and purposes in his guidance. If the commander wants to reject or change EFSTs from the BDE order, the TF commander and FSO must obtain permission from the higher commander.

(From the Maneuver Commander)

(See Annex C: Commander's FS Planning Guidance)

APPROVED EFSTs. It is important that the FSO and the commander have a common understanding of **what** fires must do to support the operation, before the FSO begins to develop the plan of **how** to do it. The battle staff may further define the initial EFSTs as the MDMP progresses (with the commander's approval), but the more clearly the commander defines them initially, the more focused and effective FS planning will be.

OTHER FS PLANNING GUIDANCE. Includes special munitions uses or limitations, force protection considerations, ROE constraints, or other amplifying data.

FS WARNO OR FS INFO IN BDE / BN WARNO. The WARNO must communicate the outputs to subordinate fire supporters as well as the FA, mortars or other FS systems. This

IPB EFFECTS on Observer

Task: ID EN vehicle

Day: 6 KM

Night: NODS: <1000 m (illumination dependent)

Thermals: <3000m

Then factor TEMP, Fog, LOS, Enemy threat, radio ranges, which observer, etc.

information can be included in the WARNO created by the maneuver BDE / BN (preferred) or a separate FS WARNO. A good WARNO allows the other FS agencies to conduct concurrent planning and to begin preparations to support your plan. As a minimum, the WARNO after mission analysis must contain the approved EFSTs and the fire support timeline.

7. COURSE OF ACTION (COA) DEVELOPMENT (See Figure 1 and Annex E).

General. A COA must be suitable, feasible, acceptable, distinguishable (when multiple COAs are developed) and complete. The process of developing a COA is discussed in detail in FM 101-5. The FSO as the fire support expert on the battle staff and as a member of the targeting team plays a key role in the development of COAs. As the battle staff begins the steps of COA development, the FSO must conceptualize how to integrate fires into the developing COA. As the battle staff analyzes combat power, generates options, arrays initial forces and then begins to develop a scheme of maneuver, the FSO must contribute at each step. For example, if the force ratios at a critical point are disadvantageous, the FSO determines methods to employ fire support to set conditions (e.g., improve the force ratios) before the maneuver fight. The start point for where and how the FSO allocates assets to each COA must be the commander's guidance.

The outputs of mission analysis become the inputs for FS COA development. (See Annex E). COA development, like mission analysis, requires the interaction of the battle staff. It cannot be accomplished solely in a separate, "stoved-piped" manner. This interaction requires the participation of the members of the targeting team. Each battle staff / targeting team member brings their expertise and the information they developed in mission analysis to COA development. They must use the initial Commander's Intent and Planning Guidance as the focal point for COA development.

Using the outputs from mission analysis, the FSO can plan the **method** how he will accomplish the EFSTs. There may be many ways to accomplish the EFSTs. Time dependent and based on the developing TF/ BDE COAs, the FSO must develop one or more ways to accomplish the task and purpose of each EFST. He allocates assets to achieve each EFST. He must also determine where he can best attack the specific enemy formations identified in the task. TAIs, EAs or other graphical tools can graphically portray this effort. He uses the planning factors, facts and assumptions from mission analysis and identifies tasks for subordinate units to execute the EFSTs. As a minimum the FS portion of a COA allocates acquisition assets (R&S Plan), attack assets, planned attack location(s) (targets, TAIs and/or EAs) and the sequence of these attacks required to achieve the effects required by the EFSTs. Each COA's suitability and acceptability must be based in part on whether the FS portion of the COA meets the EFSTs and FS Guidance the commander approved in mission analysis.

INPUTS: (See Outputs from Mission Analysis)

Example:

Commander's Guidance:

"Delay the ability of the AGMB to close and support the FSE

TASK

to allow our lead company to destroy the FSE before the AGMB arrives."

PURPOSE

ACTIONS:

DETERMINE WHERE TO FIND AND ATTACK EFST FORMATIONS. Considering the enemy COAs developed by the S2 and the detailed IPB, the battle staff identifies where the enemy formations identified by the commander can be found and attacked. The staff graphically portrays these locations using TAIs or EAs.

Example (continued). The battle staff looks at the IPB products and the S-2's enemy COAs and identifies a choke point along his AA: TAI 1.

ID HPTs WITHIN THOSE FORMATIONS (TVA). Certain sub-elements, capabilities or equipment sets within the EFST formations may be more vulnerable to attack with fires and /or may provide the best effects if attacked. The process results in identifying or refining the HPTs.

Example (continued). The staff uses the threat models the S-2 produced at home station and determine that attacking the Mobility Support Detachment (MSD) and blade tanks on the enemy side (West) of the FASCAMed Choke point provides the best delay. The MSD and blade tanks in the AGMB west of TAI 6 become tentative High Pay-off targets.

QUANTIFY EFFECTS (Success). As the FSO and the battle staff build the COA and determine the method to accomplish each EFST they must attempt to quantify the effects of the EFST. By quantifying successful accomplishment of the task, the staff can better determine feasibility. The FA units or FS systems tasked in the method can better plan for success. Finally, this determination of effects provides the battle staff the means to assess accomplishment of the EFST during execution. In determining effects, the staff must focus on what must be accomplished to achieve the EFST, not what can be accomplished. If the staff determines they can not achieve the required effects with the assets allocated, they must rework the method or request additional assets.

Example (continued). To quantify the effects, the battle staff must answer several questions: How many blade tanks destroyed by CAS will significantly degrade the AGMB's ability to breach the FASCAM? How many times must the CMD net jump to degrade the C2 of the AGMB? How long must the AGMB remain west of the choke point to achieve the EFST?

PLAN METHOD FOR EACH EFST:

ALLOCATE/ REQUEST ASSETS AND PLAN TO DETECT. Now that the battle staff knows the HPTs and where they will attack them, and the required effects, they must allocate or assign assets to detect and track these HPTs. The S2, S3 and FSO must work together as they build this part of the R&S plan. They must then determine who can execute the task based on the scheme of maneuver, the capabilities of that acquisition asset, and the priorities of the collection plan. In the case of brigade and battalion assets (COLT, Scouts, GSR, etc) they must also plan the operational requirements of getting them in position to be able to execute the fires. This interaction allows the battle staff to plan, coordinate and synchronize the commander's R&S plan.

ALLOCATE and/ or REQUEST DELIVER ASSETS AND BUILD PLAN TO ATTACK. If the commander has not directed how he wants to attack a particular HPT, the battle staff builds the plan to achieve the effects the commander has directed.

In our example, the battle staff might allocate Field Artillery to neutralize the MSD and the FSO then plans targets to achieve the required effects. The IEWSO can contribute to this task by Jamming the MRB CMD net as the FA fires the FASCAM to disrupt the AGMBs ability to react and add to the delay. The ALO might plan CAS to attack the blade tanks in the AGMB as it backs up at the FASCAM to further the delay.

As the staff discusses and builds the options, they can resolve SEAD, timing and other coordination issues. The XO leads the Battle Staff (and concurrently, the targeting team) and approves the planning / targeting decisions.

INTEGRATE FS EVENTS or ACTIONS WITH MANEUVER PLANNING. At brigade and below fires most often provide close support or set conditions for maneuver to exploit. The timing of fires with maneuver is essential for success. The FSO must fully understand the relative timing of maneuver and fires and establish triggers that reflect this timing. As a minimum, he must develop initial triggers he and the battle staff can refine during COA analysis (wargame).

USE BATTLE CALCULUS TO TEST FEASIBILITY. As the FSO and the Battle Staff develop their COAs, they must apply doctrinal or validated planning factors to ensure the plan is feasible. Validated planning factors are preferred as they reflect the current training status of the units involved. When we do not have this information, we might use MTP standards, other "book" answers or educated guesses based on previous experience. The FSO must have available the FS planning factors to create a plan that can be executed and that can meet the commander's guidance.

ASSIST S-2 IN COLLECTION PLAN REFINEMENT. The FSO must coordinate with the S2 to ensure that there are adequate, redundant collection assets to find, track and attack the HPTs in the FS plan. He must also understand the fire support system responsibilities to the collection plan. In many cases, the FSO controls the most effective acquisition assets in the maneuver force and must support both the FS and collection plan: FOs, COLTs, FISTs, counter mortar/arty radars.

OUTPUTS: (FOR EACH COA DEVELOPED)

The desired output of COA development is a draft fire support plan for each course of action, branch plan or sequel. In some cases, the FS plan may not change to support different COAs. A developed Fire Support COA will have the following:

CONCEPT OF FIRES(See Annex B) / DRAFT FIRES PARAGRAPH(See Annex D)

The fires paragraph describes the concept of fires. Together with the scheme of maneuver, it describes how the force as a whole will accomplish the mission and meet the Commander's Intent. It provides the sequence of EFSTs and outlines the task, purpose, method and effects for each EFST of the operation.

DRAFT FIRE SUPPORT EXECUTION MATRIX (FSEM) The FSEM communicates the details of the method of the fires paragraphs graphically. It ties executors to targets relative to time / events of the scheme of maneuver.

DRAFT TARGET LIST WORKSHEET AND OVERLAY. Provides detail description of targets, tentative target locations based on IPB, and in modified form can provide the task and purpose of each target and link each target to the EFST it supports. The overlay provides a graphic depiction of the target locations and size and when used with the maneuver graphics and the fires paragraph provides for clearer understanding of the scheme of fires.

DRAFT TARGET SYNCHRONIZATION MATRIX (TSM) OR MODIFIED TSM. An excellent planning and preparation tool, a TSM or modified TSM (a.k.a. Scheme of fires worksheets) graphically communicates the details of the scheme of fires. It links HPTs to Detect assets to Deliver assets to Assess criteria and provides a check that all the links of the FS plan are coordinated. This product incorporates the high payoff target list (HPTL), the Target Selection Standards (TSS) matrix, and the Attack Guidance Matrix (AGM) into one matrix.

COLLECTION/ RECONNAISSANCE AND SURVEILLANCE PLAN. Although the FSO is not individually responsible to create this product, he must assist the S2 and S3 in its development. He must make sure that it addresses the acquisition plan to detect, track and attack the HPTs in the FS plan. He must also support the insertion of acquisition assets with fires as required.

8. COURSE OF ACTION ANALYSIS AND COMPARISON (See Figure 1 and Annex E)

For a detailed description of COA analysis see FM 101-5, chapter 5. The more complete the FS plan is for each COA *before* COA analysis and comparison, the more efficient and effective the wargame. The wargame provides final detail and refinement, validates capabilities, and synchronizes the fire support plan. The purpose of the wargame is to analyze a COA, not to create one. The FSO (and other members of the Battle Staff) must finish COA development as completely as possible before starting COA Analysis.

INPUTS: (See OUTPUTs from COA DEVELOPMENT)

DRAFT FIRES PARAGRAPH.

DRAFT FSEM.
DRAFT TGT LIST / OVERLAY..
DRAFT TSM OR MODIFIED TSM.
COLLECTION / R&S PLAN.

ACTIONS:

The process of wargaming is detailed in the FM 101-5. The wargame provides the FSO an opportunity to do four things that help finalize the fire support plan: Finalize targeting decisions, Visualize and Synch the FS plan with maneuver against enemy COAs, Test and refine the FS Plan, And modify the plan based on all of the above. The wargame brings all the members of the targeting team together to finalize the decisions of the Decide function. It lets the FSO and the entire battle staff gain a common vision of the operation and to test the plan against the array of possible enemy and friendly actions. Based on issues identified by the wargame, the FSO and battle staff can modify the draft FS plan and products to improve the plan. Finally, the wargame provides a means to test the strength of the plan and build in flexibility by identifying decisions and branches for the FS plan.

TARGETING DECISIONS: FINALIZE HPTs and TSM. The wargame brings all the targeting team together and provides the forum to finalize targeting decisions and products.

WARGAME FS CONCEPT(S) VS ENEMY COA(S) The battle staff fights the FS plan as part of the wargame of each COA. Decision points and branches for fire support must be identified and incorporated into the FS plan.

TEST AND REFINE THE FS PLANS. The wargame provides a means to test and synchronize the FS plan. Better triggers, target locations, duration of fire, and other similar data can be refined in the wargame.

MODIFY DRAFT FS PLANS As the COA is modified or branch plans developed, the FSO must adjust the fire support plan and products to reflect the changes.

OUTPUTS:

FINAL DRAFTS:

FIRES PARAGRAPH (See Annex D)

FS ANNEX:

FSEM (See FM 6-71)

TGT LIST / OVERLAY

TSM OR MODIFIED TSM (See FM 6-20-10)

(HPTL, AGM, TSS)

9. COA APPROVAL AND ORDERS PRODUCTION (See Figure 1 and Annex E)

INPUTS:

The inputs to COA Approval and Orders production are the outputs of COA analysis. The FSO must be prepared to brief the final plan to the commander for approval. The level of detail for this brief will vary depending on the level of participation of the commander in the wargame and the requirements of the commander. Normally, the FSO would cover the details of the fires paragraph emphasizing the details of the method to accomplish each EFST. Using a cartoon sketch, map overlay or terrain model can help convey the details of the FS plan more clearly. If the FSO has developed his draft products using the same formats he will publish in the order, the orders development becomes merely a “cross the T and dot the I” procedure. Once approved these products are consolidated with the rest of the maneuver order.

FINAL DRAFTS:

FIRES PARAGRAPH : (See Annex D)

FS ANNEX:

FSEM (See FM 6-71)

TGT LIST / OVERLAY

TSM OR MODIFIED TSM (See FM 6-20-10)

(HPTL, AGM, TSS

ACTIONS:

APPROVAL BRIEFING:

FS PLAN BRIEFED AS PART OF EACH COA

FSO PRESENTS AS PART OF STAFF

OUTPUTS:

COMMANDER: SELECTS AND OR MODIFIES COAs

FSO: FS WARNO # 3 (OR INFO INCLUDED IN BDE WARNO #3)

CLEANS UP AND REPRODUCED WRITTEN PRODUCTS

PREPARED FOR ORDERS BRIEF

10. FIRE SUPPORT PLANNING IN A TIME CONSTRAINED ENVIRONMENT.

FM 101-5 states that there are four primary techniques to save time.

“The first is to increase the commander’s involvement, allowing him to make decisions during the process without waiting for detailed briefings after each step.

The second technique is for the commander to become more directive in his guidance, limiting options. This saves the staff time by focusing members on those things the commander feels are most important.

The third technique, and the one that saves the most time, is for the commander to limit the number of COAs developed and war-gamed. In extreme cases, he can direct that only one course of action be developed. The goal is an acceptable COA that meets mission requirements in the time available, even if it is not optimal.

The fourth technique is maximizing parallel planning. Although parallel planning is the norm, maximizing its use in a time-constrained environment is critical. In a time-constrained environment, the importance of warning orders increases as available time decreases. A verbal warning order now is worth more than a written order one hour from now. The same warning orders used in the full MDMP should be issued when the process is abbreviated. In addition to warning orders, units must share all available information with subordinates, especially IPB products, as early as possible. While the steps used in a time-constrained environment are the same, many of them may be done mentally by the commander or with less staff involvement than during the full process. The products developed when the process is abbreviated may be the same as those developed for the full process; however, they may be much less detailed and some may be omitted altogether.” (FM 101-5, pg. 5-27)

Obviously we can apply these same steps to developing the fire support plan. As each one of these steps will save time developing the maneuver plan the same is true with the fire support plan. However, there are some additional things we can do to reduce the planning time required for developing the fire support plan. Long before we deploy we can develop a “play book” with standard EFSTs. These “play books” are a SOP developed with the commander. For example, the commander may always want to use smoke in breaching operations, so we can develop a standard EFST that can be used in a time constrained environment for breaching operations. Figure 2 shows two possibilities. In the first example, we have not developed the method. This will be done as part of COA development. In the second example we were able to develop a generic method because the support by fire position will always be used to call for fire and adjust smoke for the breaching force.

DESCRIPTION	TASK	PURPOSE	METHOD	EFFECTS
REGT RECON	Disrupt stationary EN Regt Recon ability to ID and report our battle positions.	Maximize the surprise effects of our EA and to minimize effective, early indirect fire against our BPs		Regt Recon destroyed prior to reaching EA
BREACHING OPERATIONS	Disrupt EN forces beyond the breaching site	Allow the breaching force to penetrate EN obstacles	P –POF to SBF position A – Allocated 30 min of 100 X 50 smoke. Start with 10 rds WP. CFZ established at breach site. HE fired on EN beyond the breach site. R – No DPICM fired beyond the breach site.	EN unable to prevent penetration of obstacles.

FIGURE 2

11. CONCLUSION.

Fire Supporters at brigade and battalion must develop fire support plans that are effective integrated, and executable. To do this, they must develop the fire support plan in concert with the battle staff they support, and tie their planning to the MDMP. As a major player in targeting, the FSOs must help the battle staff realize the benefits of applying the targeting methodology to the MDMP to both focus the planning effort and to help the FSO develop better FS plans. The process outlined in this White Paper reflects the best current thought of the Field Artillery School and the CTCs on how to achieve these goals.

ANNEX A: COMPANY / TEAM FS PLANNING

Like BDE and TF fire support planning, FS planning at company / team must mirror the planning process maneuver uses. For the company that process is troop leading procedures (TLPs). What follows is a checklist of FSO actions at each step of TLPs. Like TLPs, these steps are not sequential but may be done in any sequence or simultaneously. The FSO must organize the efforts of his FIST to meet all these requirements in a time constrained environment.

Troop Leading Procedures

Company FSO Actions

1. Receive the Mission

- Update friendly and enemy situations
- Find out assets available, allocations, and FSCMs
- Obtain BN TLWS, FSEM, and Attack Guidance
- Understand the BN/TF FS plan and how it effects your company
- Identify specified and implied FS tasks for your company
- Brief your commander on above
- Receive the CDR's restated mission
- Receive the CDR's guidance for fire support

2. Issue Warning Order

- Participate in Company Warning Order
- Issue Warning Order to FIST and mortar section leader on Fire Support specific issues

3. Make A Tentative Plan

- Attach operations overlay to Map (done in Blue/Black)
- Plot obstacles(green) and known enemy locations (Red)
- Attach Target Overlay to Map (Black)
- Plot all Battalion Targets
- List specified and implied tasks that must be accomplished with fires (CDR's Guidance)
- Advise CDR if guidance can or cannot be met with assets available and allocations
- Refine BN targets if necessary
- Determine if BN targets account for any of CDR's guidance
- Plot targets on overlay to account for remaining CDR's Guidance (do not violate target allocation)
- Determine purpose, engagement criteria, trigger points primary and alternate executors
- Develop Target List Worksheet
- Develop Fire Support Execution Matrix
- Develop FSO briefing to Commander

4. **Initiate Movement**
 - Always ensure battlefield observation is maintained
 - Coordinate gain/loss of FOs due to task organization
5. **Conduct RECON**
 - Always accompany maneuver leaders on recon
 - Ensure that FOs accompany PLs. on recon
 - Confirm or Deny plan
 - Verify target locations, trigger points, and observation plan (primary and alternate executors)
6. **Complete Plan**
 - Modify plan as necessary after RECON or any changes
 - Brief CDR on the FS plan
 - Emphasize observer movement, and OP requirements
 - Receive approval for scheme of fires
 - Transmit TLWS to Battalion FSE
 - Brief FIST on scheme of fires
7. **Issue OPORD**
 - Participate in company OPORD
 - Ensure FOs and mortar section leader attend OPORD if possible
8. **Supervise**
 - Conduct Rehearsals
 - Conduct PCIs
 - Continue to refine targets and triggers for actual obstacle emplacement, ground recon, or new enemy information
 - Continuously update and coordinate plan as necessary both higher and lower

ANNEX B: FIRE SUPPORT PLANNING TERMS

ESSENTIAL FIRE SUPPORT TASKS. A task for fire support to accomplish that is required to support a combined arms operation. Failure to achieve a EFST may require the commander to alter his tactical or operational plan. A fully developed EFST has a task, purpose, method and effects. The **task** describes what targeting objective (delay, disrupt, limit or destroy) fires must achieve on an enemy formation's function or capability. The **purpose** describes why the task contributes to maneuver. The **method** describes how the task will be accomplished by assigning responsibility to observers or units and delivery assets and providing amplifying information or restrictions. Typically the method is described by covering three categories priority, allocation and restrictions. **Effects** quantify successful accomplishment of the task.

ESSENTIAL FIELD ARTILLERY TASKS. A task for the field artillery that must be accomplished to achieve an EFST. A fully developed EFAT has a task, purpose, method and effects. The **task** describes the effects of fires against a specific enemy formation (s) (effects of fires = suppress, neutralize, destroy, screen, or obscure).(Note: Fire FASCAM/SEAD are special cases) The **purpose** is a summary of the task and purpose from the EFST. The method describes how the task will be accomplished by assigning responsibilities to the Field Artillery batteries, survey and BN TOC. Typically the **method** is described by covering three categories priority, allocation and restrictions. Priority provides the batteries with POF and priority of survey. Allocations includes movement triggers, routes, PAs, AOF, TGTs (priority and FPFs), and radar zones. Restrictions cover FSCMs and survivability movement criteria. **Effects** is a quantification of the FA task and positioning of FA units.

CONCEPT OF FIRES. The logical sequence of EFSTs that integrated with the scheme of maneuver will accomplish the mission and achieve the Commander's Intent. Allocates in broad terms the fire support assets to achieve the EFSTs. The concept of fires is the basis of the fires paragraph.

SCHEME OF FIRES. The detailed, logical sequence of targets and fire support events to find and attack the high payoff targets. It details how we expect to execute the fire support plan in accordance with the time and space of the battlefield to accomplish the commander's essential fire support tasks. The products of the FS annex: FSEM, target list/overlay and/or a modified target synch matrix articulate the scheme of fires.

ANNEX C: COMMANDER'S PLANNING GUIDANCE FOR FIRE SUPPORT

1. **GENERAL.** The commander gives his planning guidance after he approves the restated mission. Its purpose is to implant his vision of the operation into the minds of the staff. It must provide sufficient detail (preliminary decisions) to enable the staff to plan the operation consistent with the commander's intent. To achieve this end the commander's guidance must focus on essential tasks that support mission accomplishment. (FM 101-5, pg. B-1) The explicitness of the guidance depends on the time available, the staff's proficiency, and the flexibility provided by the next higher commander. As a general rule the commander should not provide guidance in such detail as to inhibit ideas or initiative.

FM 6-20-10 states that "key guidance is whether the commander wishes to disrupt, delay, limit, damage or destroy the enemy." "On the basis of the commander's guidance, the targeting team recommends how each target should be engaged in terms of the (objectives) of fire and attack options to use." (pg. 2-8)

2. The key to any planning is to first define what it is we are trying to do. It is difficult to build a good plan to do something before we clearly understand what it is we are trying to do. This is the logic behind detailed mission analysis before COA development and holds true for FS planning. If the commander can clearly tell the staff what he wants FS to do and why, the staff can build on or more COAs to accomplish these tasks.

3. The best way to tell FS what to do is the same way to tell maneuver what to do: give them doctrinally stated tasks and purposes. If the commander can organize these tasks by phase (the enemy phases briefed by the S-2), in sequence or by the battlefield framework it is better.

4. A task for fire support describes a targeting effect against a specific enemy formation's function or capability. The purpose describes how this effect contributes to the accomplishing of the mission and intent. The purpose can provide focus as to when or where the achievement of the targeting objectives are important. This initial planning guidance for fire support will become the basis for each concept of fires developed and of the fires paragraph. The definition of the task and purpose may be refined or focused as part of the MDMP process. Key to the commander's ability to provide this guidance, is the S-2's presentation of the enemy COAs before or during the Mission Analysis Briefing. The S-2 must clearly articulate the enemy's mission, the critical events or phases he must do to accomplish his mission and the HVTs required in each phase for the enemy to succeed. This identification of the HVTs in the sequence the enemy is likely to use them provides the commander the ability to focus the staff on finding and attacking some of these to best accomplish our mission.

5. After the commander outlines the tasks and purposes for FS as discussed above, he may focus the FS planning efforts by specifying munitions restrictions, special munitions priorities, or other amplifying information. As a rule however, the commander should focus much more on **what** he wants done and how he sees that helping the operation and less on how to do it.

Example: Disrupt the ability of enemy SA-7/14s to engage the lift helicopters from PZ blue to LZ x-ray to allow the AATF to arrive at the LZ with 90% of its forces intact.

The advantage of this guidance over: “ suppress ADA for the Air assault” are as follows:

1. Suppress talks to FA and mortars but does not apply to IEW, chemical or other BOS. By stating the effect in the targeting terms we also talk to the maneuver planner. He can support this task by planning air route away from known or suspected ADA positions. He can choose to execute in visibility conditions that “disrupt” these systems.

2. The clear focus on a specific capability and when it is important helps focus the entire staff on which ADA is important and when it is important as well. ADA that is ID'd but can't effect the air route may not be high pay-off. This specificity can keep fires focused on the right target at the right time.

ANNEX D: THE FIRES PARAGRAPH

1. **PURPOSE.** To prescribe the Field Artillery School approved procedures for formulating and formatting the Fires paragraph (paragraph 3 a (2)) of a maneuver operations order (OPORD) or operations plan (OPLAN).

2. **GENERAL.** As a subparagraph to the Concept of Operations, the fires paragraph describes the concept of fires that, along with the scheme of maneuver communicates how the force as a whole will achieve the commander's intent (See FM 101-5, pg. 5-9). The primary audience for the fires paragraph is the subordinate maneuver commanders and their staffs and must clearly describe the logical sequence of essential fire support tasks (EFSTs) and how they contribute to the Concept of Operations.

3. **FORMAT.** The overall paragraph organization should mirror that of the scheme of maneuver paragraph. If the maneuver paragraph is phased or otherwise organized, the fires paragraph will take on the same organization. The internal format for the fires paragraph uses four subcategories: **TASK, PURPOSE, METHOD, EFFECTS (TPME)**. Within each phase of an operation, each EFST will be described in the sequence of planned execution using TPME. The fires paragraph must be concise but specific enough to clearly state what fires are to accomplish in the operation. The information required in each subcategory is outlined below. These EFSTs are refined from the commander's intent and his fire support planning guidance.

a) **TASK.** Describes the targeting objective fires must achieve against a specific enemy formation's function or capability. These formations are HPTs or contain one or more HPT. Memory Aid: Task = Objective, Formation, Function.

OBJECTIVE. The FM 6-20-10 (pg. 1-2) outlines several terms to describe targeting objectives that can be used, however disrupt, delay or limit are most commonly used.

Disrupt means to preclude efficient interaction of enemy combat or combat support systems. More simply, it means to not let an enemy formation perform a specific function: not to do what it is supposed to do. (Example: Disrupt the AT battery long range fires against the TF flank companies...)

Delay means to alter the time of arrival of specific enemy formation or capability. It focuses on not letting the enemy do some function when it wants/needs to. (Example: Delay the ability of the AGMB to support the FSE with direct fires until...)

Limit means to reduce an enemy's options or courses of action. It normally focuses on not letting the enemy function where he wants to. (Example: Limit the ability of the enemy air assault company to establish an LZ in the high ground west of the firebase....)

Destroy must be quantified by the commander and validated by the FSO as an attainable objective.

FORMATION. A specific element or subelement of the enemy. Can specify a specific vehicle type or target category as long as the element or subelement is clear.

FUNCTION. A capability of the formation that is needed for it to achieve its primary task and purpose. What is the formation doing that is unacceptable? What we want the formation to do/not do? Helping words: “the ability to...”

TASK EXAMPLE.

<u>OBJECTIVE</u>	<u>FORMATION</u>	<u>FUNCTION</u>
Disrupt the ability of	the MIP at the point of penetration	to place effective direct fire against the breach force.

b) **PURPOSE.** Describes the maneuver or operational purpose for the task. Memory Aid: Purpose = maneuver purpose. This should identify as specifically as possible the maneuver formation that will leverage the targeting effect and describe in space and time what the effect will accomplish. (Example: To allow Bravo Mech to occupy the support by fire position without becoming decisively engaged by the center MIP.)

c) **METHOD.** Describes how the task and purpose will be achieved. It ties the detect function or “lookers” (executor / observer / TA sensor) with the deliver function or “shooters” (lethal and non lethal assets) in time and space and describes how to achieve the task. Memory Aid: Method = Priority, Allocation, Restriction. It includes:

- | | |
|-------------------------|--------------------------|
| - POFs | - FPFs |
| - OBSERVERS (Pri/Alt) | - RESTRICTIONS |
| - TRIGGERS | - SPECIAL MUNITIONS |
| - TGT ALLOCATION | - TGT |
| - PRIORITY TGTs | - IEW |
| - CAS / ATTACK AVIATION | - ANY OTHER INSTRUCTIONS |

Priority. Method covers the “HOW” of the EFST. For the looker, it can assign POF to execute the task outlined. It assigns FA or maneuver observers, or other acquisition means. (The assignment of the looker requires the consideration of Target Selection Standards) When a specific asset (i.e. CAS) is to focus exclusively on a task, that information can be communicated here. For example, priority of CAS is to destroy the tanks in the enemy Combined Arms Reserve. This part of the method can also provide focus by using NAIs, TAIs, targets, CTBs or EAs to describe where the attacks will occur.

Allocation. For the shooter, it describes the allocation of fire support assets to accomplish the EFSTs. Assets may include, projected or mechanical smoke, FA fires (suppress, neutralize, destroy, obscure, screen), FASCAM, CPHD, CAS, IEW jamming, and /or Attack Helicopters. In method, the FA and other Deliver assets can identify their part of accomplishing the EFST. It is from the method of an EFST that the FA and other FS/TA assets get their essential tasks.

Restriction. The method can also outline any limitations or restrictions on accomplishing the tasks. Ammunition (i.e. no ICM on the OBJ), FSCM (i.e. ACA Blue i/e) or other restrictions that may effect the accomplishment of the EFST.

(1) EXAMPLE METHOD (BULLETIZED FORMAT):

PRIORITY: FA POF to Team Alpha, Mortar POF to Team Charlie. Team Delta FA and Mortar POF when committed.

ALLOCATION: Team Alpha fires FA Pri Tgt AB1000, Bn 3 DPICM when FSE goes to ground. Team Charlie fires mortar Pri Tgt AB 2001 Plt 10 HE at AT-5 platoon when they set their firing line. Back up observer for both targets is COLT 2 vic. OP1. Send immediate suppression missions to TF FSO, expect mortar Plt 3 HE. CAS maintained at TF level.

RESTRICTIONS: NFA 200m radius over COLT 2. No DPICM within 500m NP123456. ACA Joe in effect when CAS at IP, no fires south of 58 North / South gridline.

(2) EXAMPLE METHOD (PARAGRAPH FORMAT):

FA POF to Team Alpha, Mortar POF to Team Charlie.
Team Delta FA and Mortar POF when committed. COLT 2 occupies OP 1 prior to LD. Upon contact, Team Alpha (P), COLT 2 (A) fires FA Pri Tgt AB 1000 Bn 3 DPICM at FSE when it goes to ground. Team Charlie (P), TF FSO/COLT 2 (A) fires mortar Pri Tgt AB2001 Plt 10 HE at AT-5 firing line when they set. Adjust and repeat as necessary. Send all immediate suppression missions to TF FSO, expect Plt 3 HE. Push CAS if available maintained at TF. TACP w/ COLT 2, ALO w/TF FSO. All NFAs 200m radius, COLT 2 vic. OP1 NFA 3. No DP within 500m NP 123456. ACA Joe i/e when CAS at IP, no fires south of 58 N/S gridline.

d) **EFFECTS.** Attempts to quantify the successful accomplishment of the task. . Provides the looker with a measure of completion of the Task. If multiple shooters are involved it helps delineate what each must accomplish. Effects provides a measure of when we are done with the task. It also provides the basis for the assess function in D³A and the decision to reattack or not

Example: AGMB delayed for 20 minutes. 1 T80/4 BMPs destroyed by FA FASCAM. CAS destroys 4 T80s and 2 BMPs behind FASCAM. MIBR ADA jammed by IEW during CAS attack.

EXAMPLE 1: (DEFENSIVE OPERATION- BULLETIZED FORMAT)

3(a)2. FIRES.

Phase I. Security

TASK. Disrupt stationary enemy regimental reconnaissance's ability identify and report our battle positions

PURPOSE. to maximize the surprise effects of our EA and to minimize effective, early, indirect fire against our BPs.

METHOD.

Priority: TM C (security company) to find recon vehicles.

Allocation: 2 Colts attached to TM C. FA to destroy ID'd recon with CPHD or BN mass MSNs (AB 2002, 2003, 2004). IEW ID RECON nets / RECON locations and JAM

Restrictions: o/o. NFAs on COLT OPs. Illum requires BDE approval.

EFFECTS. 5/6 Regimental recon vehicle destroyed west of PL Blue.

Phase II. BDE Fight

TASK. Delay the N. MIBR in the Leach Lake passes

PURPOSE. to allow the BDE to mass all combat power to destroy the S. MIBR in EA LEE and then to shift and mass to destroy the delayed N. MIBR in EA Grant.

METHOD.

Priority: COLT TM 1 and TM 2.

Allocation: Colts establish mounted OPs NLT 212000. FA emplaces 2 FA MED DENS FASCAM.(AB 9000,9001) FA neutralizes lead MRB behind FASCAM.(AB 2300) 4 CAS sorties on MIBR in passes in CTB 1 or 2. IEW finds MRB CMD and ADA nets. Jam CMD first and then ADA when CAS on station.

Restriction: ACA Green for CAS. COLT NFAs 1 and 2.

EFFECTS. N. MIBR delayed for 30 minutes in the passes. CAS destroys 4/4. FA 2/5 and the MSD.

Phase III EA LEE and EA GRANT

TASK. Disrupt the S. MIBR's ability to mass two battalion's direct fires against BP30 (EA LEE) and then the N. MIBR's ability to mass two battalion's direct fires BP 60 (EA GRANT)

PURPOSE. to provide our TF's a direct fire advantage in their EA fights.

METHOD.

Priority: TF 1-1 to execute fires in EA LEE. When 2 MRBs of the N. MIBR cross PL GOLD, priority shifts to TF 2-2 to complete the destruction of the MIBR in EA GRANT.

Allocation: TF 1-1: 1 COLT, TGTs AB 1002, 1003, 1004. 1 20 min 600 M825 smoke. 2 CAS sorties in CTB 3. TF 1-2: 2 COLTs, TGT AB 1005, 1006, 1007.

Restrictions: TF 1-2 DNE 300 rds ICM. ACA RED/ IP x-ray for CTB 3.

EFFECTS. CAS destroys 3 tanks/ 8 BMPs in CTB 3. FA suppresses MRC direct fires against the TF with POF until the TF has destroyed 2 MRBs with direct fires.

TASK. Limit effective RAG fires against the Main effort company in each TF while the TF has POF

PURPOSE. to allow the TF to maximize its Direct fires in it's EA.

METHOD.

Priority: No change

Allocation: 1 CFZ to each TF. (Active with POF). FA neutralizes RAG battery as acquired.

Restriction: No change

EFFECTS. 1 2S1 destroyed per acquisition. RAG forced to displace during its Phase 3 fires. ME companies not suppressed by RAG.

EXAMPLE 2 (OFFENSIVE OPERATION)

3(a)2. FIRES.

Phase I. (Air Assault & Occupation of ATK PSNs)

TASK. Disrupt enemy ADA and MRP direct fires against the AASLT TF from PZ until 2 companies are in blocking positions on OBJ Bayonet

PURPOSE. to allow the AASLT TF to build combat power on the LZ and move quickly to its OBJ.

METHOD. Priority of fires to Bde to execute AASLT SEAD program and LZ prep and then to TF 1-15 at H hour to suppress MRP direct fires against the TF to allow occupation of blocking positions. 1 AH-64 company to provide AASLT security until LZ secure.). AASLT route follows Division deep attack route for collateral SEAD and security. A/1-161 FA (105, T) provides DS fires to suppress MRP direct fires against TF vic OBJ Bayonet (AB 0004,0005,0006). 1-51 FA provides insertion SEAD (AG 0001, 0002, 0003) and will BPT conduct battery artillery raid to prep LZ (AB 0004,0005,0006). IEW baseline acquires and o/o jams EN ADA nets. Restrictions: RFA 1 (No ICM on OBJ BAYONET). Air route Chevy coordinating altitude 300 ft AGL. Illum and smoke require approval of AATFC.

EFFECTS. No A/C lost to ADA on insertion. Direct fires against the AATF suppressed to allow movement.

TASK. Destroy at least 50% of the tanks in the MIBR Reserve before 1-94 LDs to disrupt the reserve's ability to repel the breach and assault force vic OBJ SWORD in phase II

PURPOSE. To set conditions for a successful penetration.

METHOD. Priority of fires to TF 1-12 COLTS/Scouts to ID and attack the reserve. 2 COLTS attached to 1-12. TF 1-12 is allocated 2 sorties CAS (A-10, Maverick)(CTB 1) and 8 CPHD or 4 FA BN 3 DPICM to destroy the tanks (AG 0008,0009).

EFFECTS. CAR (2 Tank C0) destroyed (50%). CAS destroys 0/6. FA destroys 0/4.

Phase II. (Destruction of forces vic OBJ SWORD)

TASK. Disrupt enemy long range AT-5 and tank fires against TF 1-94 from PL DAGGER until it is in ABF position and has direct fires on the MRPs on OBJ Palmer

PURPOSE. to allow TF 1-94 to fix the enemy on OBJ PALMER.

METHOD. Priority of DS fires to TF 1-94 at LD. Allocation: 1 COLT attached to TF 1-94 to ID and attack AT-5 positions. FA fires to neutralize AT company on OBJ Palmer (AG 0010) and then, when TF 1-94 reaches PL DAGGER, to suppress long range AT and tank fires(AG 0011,0012). 1 X 20 min x 600M M825 smoke to obscure AT-5 and tank firing lines (AG 0010). 2 smoke sections to screen movement and ABF position from enemy on OBJ Palmer. BDE CFL is PL DAGGER until TF 1-94 crosses PL SPEAR, then it's PL DAGGER.

EFFECTS. TF 1-94 maneuvers into support position without taking effective direct fire and can establish direct fire suppression of OBJ Palmer.

TASK. Disrupt effective MRP direct fires against TF 1-12 support force; and then against its breach force

PURPOSE. to allow the support force to set in its SBF position and then to allow the breach force to breach.

METHOD. When TF 1-12 reaches PL BOLT, PRI to 1-12 to suppress and obscure MRP direct fires until 1-13 has 1 tank TM through breach then to 1-13. 2 X 20 min 600 M M825 smoke (AG 0023). 2 smoke generators to screen SBF and then breach. 45 mins FA suppression of MRC at POP (TGT A1B).

EFFECTS. 1-12 support force set, 1-13 breach complete without effective massed enemy direct fires.

TASK. Disrupt effective tank and AT-5 direct fires against the TF 1-13

PURPOSE. to help the ME TF destroy enemy on OBJ SWORD.

METHOD. Priority of fires to 1-13 and o/o to TF 1-94 if committed to OBJ SWORD. 1-12 COLTS OPCON to 1-13 o/o to 1-94. 30 minutes FA suppression (AG 0016, 0017). 1 X 20 min M825 smoke (AG0013). o/o RFL DRIVER.

EFFECTS. No stand off AT fires against 1-13. MRP Direct Fire suppressed.

TASK. Limit effective, massed artillery fires against TF 1-12 support force in its SBF position, then against TF 1-12 breach force at the breach and finally, against TF 1-13 in breach lanes

PURPOSE. to protect the critical friendly forces during the breach and assault.

METHOD. Priority to 1-12 and then to 1-13 as it enters breach lanes. TF 1-12 allocated 2 CFZs, TF 1-13 1 CFZ. BDE will have no more than 2 active CFZs at a time.

EFFECTS. RAG violations of CFZs suppressed.

Phase III (Continued Attack and Link Up)

TASK. Disrupt effective direct fires of delaying enemy tanks and AT-5s

PURPOSE. to allow the brigade reserve to swiftly pursue and destroy enemy forces in zone.

METHOD. Priority of fires to TF 1-94. TF 1-12, 1-94, and 1-15 allocated 1 FA battery PRI TGT/FPF. RFL PUTTER I/E.

EFFECTS. Direct fires against BDE RES suppressed with FA and Mortars.

PHASE IV (Establishment of Hasty Defense)

TASK. Disrupt stand-off MRC direct fires against BPs 3 and 4

PURPOSE. to allow the TF direct fires to destroy CTRATK forces.

METHOD. Priority to suppress AT-5 and long range tank firing lines. 1 FA battery PRI TGT to each TF. CFL PL QUARTZ

EFFECTS. Stand-off direct fires against BPs 4 and 5 suppressed until counter attack defeated.

1 ANNEX E: FIRE SUPPORT PLANNING PROCESS

2

MDMP STEP	INPUTS	ACTIONS	OUTPUTS
RECEIPT OF MISSION and MISSION ANALYSIS	HIGHER WARNO OR OPORD FACTS FROM FA BN, ALO, OTHERS FACTS FROM HIGHER LOWER AND ADJACENT FSEs / FISTs IPB PRODUCTS ENEMY COAs FROM S-2 HVTs BY ENEMY PHASE OR CRITICAL EVENT	UNDERSTAND HIGHER MNVR AND FS PLAN ORGANIZE & ANALYZE FACTS ID SPECIFIED AND IMPLIED FS TASKS TRANSLATE STATUS OF FS ASSETS INTO CAPABILITIES ANALYZE EFFECTS OF IPB ON FS USE ABOVE TO DEVELOP DRAFT EFSTs	FSO PORTION OF MA BRIEF HIGHER FS PLAN BRIEFING CHARTS FS STATUS FS CAPABILITIES/ LIMITATIONS FS IPB ANALYSIS FS TIMELINE RECOMMEND EFSTs COMMANDER: APPROVE EFSTs OR MODIFY GIVE OTHER FS GUIDANCE
COA DEVELOPMENT	SEE OUTPUTS FROM STEP 1	DETERMINE WHERE TO FIND AND ATTACK EFST FORMATIONS ID HPTs IN THOSE FORMATIONS (TVA) QUANTIFY THE EFFECTSS FOR EFSTs PLAN METHODS FOR EFSTs ALLOCATE ASSETS TO ACQUIRE ALLOCATE ASSETS TO ATTACK INTEGRATE TRIGGERS WITH MNVR COA USE BATTLE CALCULUS ASSIST S-2 IN R&S DEVELOPMENT TO SUPPORT FS	FOR EACH COA DEVELOPED: CONCEPT OF FIRES DRAFT FSEM DRAFT TGT LIST/OVERLAY DRAFT TSM OR MODIFIED TSM COLLECTION /R&S PLAN
COA ANALYSIS AND COA COMPARISON	SEE OUTPUTS FROM STEP 2	TARGETING DECISIONS: FINALIZE HPTL WARGAME FS PLAN(S) VS ENEMY COAs MODIFY / REFINED INPUTS AS REQUIRED REFINE AND TEST FS PLAN	<u>FINAL DRAFTS:</u> FIRES PARAGRAPH FS ANNEX: FSEM TGT LIST TGT OVERLAY TSM OR MODIFIED TSM (HPTL, AGM, TSS)
COA APPROVAL and ORDERS PRODUCTION STAFF SUPERVISION	SEE OUTPUTS FROM STEP 3	APPROVAL BRIEFING FS PLAN BRIEFED AS PART OF EACH COA FSO PRESENTS ANALYSIS AS PART OF BATTLE STAFF	COMMANDER: SELECTS, MODIFIES OR APPROVES COA FSO: FS WARNO 3 (OR FS INFO INCLUDED IN BDE WARNO) CLEAN-UP FINALIZE AND REPRODUCE WRITTEN PRODUCTS PREPARE, REHEARSE AND ISSUE OPORD AS PART OF STAFF FS BACK BRIEF MANAGE REFINEMENT REHEARSAL

3